

TAB

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B-1 (a)

1 May 1955

TITLE	KUBARK Review
OBJECTIVE	Basic coverage of substantive organizational intelligence material
PREREQUISITE	Secret clearance
ENROLLMENT	16 to 83
DURATION	Three hours
LOCATION	Headquarters

This course is designed to refamiliarize personnel of the organization returning from extended overseas assignments with organizational developments and changes which have taken place in the national intelligence structure, and the relationship of the organization with [REDACTED]

25X1A2g

A major portion of this course will be a seminar.

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TITLE National Intelligence Orientation

OBJECTIVE Broaden comprehension of personnel of the organization with respect to the total intelligence process and the national intelligence community

PREREQUISITES Secret clearance

Above Grade 5

Registration under an office quota allotment

ENROLLMENT 550

DURATION ~~Two~~ half days -- <sup>3</sup> hours each day (~~6~~ hours)

LOCATION Headquarters

25X1A

This course is mandatory once every three years for all persons above Grade 5. Key officials of the organization and guests from the agencies of [REDACTED] or from the policy level of ODYOKE, present lectures or participate in panel discussions on various aspects of substantive intelligence, of intelligence organization, and of intelligence liaison and coordination. Lectures on security, support functions, and the relationship between intelligence and policy are included in the course.

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TITLE	Basic Orientation
OBJECTIVES	Mission, organizational structure and functions of the intelligence community of this country
	Nature of clandestine activity, and roles of the components of the organization in collection, production, coordination, evaluation, and dissemination of intelligence
	Introduction to Communism and the USSR with emphasis on Communist ideology, methods, tactics, and organization of the government and Communist Party
PREREQUISITES	Top Secret clearance
	Pretest
ENROLLMENT	10 to 125
DURATION	Three weeks (120 hours)
LOCATION	Headquarters

This is the basic course for all intelligence officers and such other officer personnel as are concerned with support of operations. It defines the organization's place in the intelligence community, functions of the organization substantive offices, and the part played by covert activity in the fields of foreign relations and defense.

Guest lecturers from various operating components explain the processing of intelligence from collection to ultimate use. An extensive exhibit familiarizes students with the stages and production of intelligence-gathering activity.

Surveys of strategic areas prepare students to comprehend the global aspect of intelligence, and to appreciate major problems encountered in prosecuting the world-wide intelligence effort.

The second phase of this course provides a basic introduction to the theory and practice of Communism and satisfies a prerequisite for further, specialized study offered in the course on World Communism and the new Anti-Communist Operations course.

The course includes films, seminars, and examinations on the various phases of instruction.

TITLE Administrative Procedures

OBJECTIVES Basic procedures of administrative support in headquarters and field stations

25X1A2g Organization and functions of principal staff elements, emphasizing [REDACTED]

Operational and security hazards involved in support functions

PREREQUISITES Top Secret clearance

Pretest

ENROLLMENT 10 to 50

DURATION Two weeks (80 hours)

LOCATION Headquarters

25X1A2d2 The purpose of this course is to indoctrinate clerical personnel of [REDACTED] (Officer personnel, and those of the clerical level for whom increased responsibility and authority are imminent, should be scheduled for the Operations Support course.)

25X1A2g Administrative regulations and procedures are analyzed in detail, demonstrated, and applied to [REDACTED] activities. Students receive comprehensive problems in dispatch, [REDACTED] cable and message writing procedures; 25X1A foreign and domestic travel; financial and property accounting. An objective test on regulations and procedures of the organization is included.

25X1A2g Lectures examine the organization, mission, and functions of [REDACTED] 25X1A2g and orient the student toward thinking in operational terms. Defensive security is stressed, particularly with regard to its application to the administrative elements of [REDACTED]

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B-5

TITLE Operations Support

OBJECTIVES Basic principles, theory, and doctrine of clandestine organizations and activity

Problems of administrative support in clandestine operations

PREREQUISITES Top Secret clearance

Basic Orientation, or equivalent in headquarters or field experience

ENROLLMENT 10 to 50

DURATION Four weeks (160 hours)

LOCATION Headquarters

25X1A2g

This course is primarily for non-clerical administrative and support personnel of [REDACTED] (While it is designed for officer personnel, those of the clerical level for whom increased responsibility and authority are imminent may be admitted.)

Instruction is given in two phases - Tradecraft Principles, and Administrative:

25X1A2g

The Tradecraft Principles Phase introduces students to the basic principles and techniques of clandestine operations, and to the organization and functions of [REDACTED]

25X1A2g

The Administrative Phase analyzes the interrelationships between operating functions and administrative support functions. Procedures, regulations, projects, and problems peculiar to logistics, finance, cables, dispatches, and travel pertinent to [REDACTED] administrative support are emphasized.

The lectures are supplemented by case histories, practical work, films, seminars, and field problems.

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TITLE            Basic Supervision

OBJECTIVE        Effective management at the level of the first-line supervisor

PREREQUISITES   Top Secret clearance

                 Grade 5 through Grade 14

                 Present or anticipated supervisory assignment

ENROLLMENT      8 to 18

DURATION        Two weeks - 4 hours each morning (40 hours), plus approximately 10 hours unclassified reading outside scheduled class time

LOCATION          Headquarters

The course is for persons from all major components at all levels through Grade 14 who are directly responsible for personnel at the first working level. The course assumes that most students are carrying their own production workload, and that supervisory responsibilities are in addition to, and not in place of, their substantive, technical or production assignments. In dealing with problems of the supervisor, the course places chief emphasis on the problems of person-to-person relationships, training, communication, leadership and discipline. (This is a relatively heavier emphasis than in Basic Management.) Selected aspects of organization, planning and control are also dealt with briefly.

Each successive course is offered to a specified group, for example, Grades 9-12, so that supervisors of a given general level of responsibility work together and so that the specific course content can be adjusted to the needs and capacity of the participants.

The course content includes: reading, lectures, and group discussions of problem cases. Through these means students are guided in applying basic principles of sound management to the situations in which they are working.

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TITLE	Basic Management
OBJECTIVE	Effective management at the branch chief supervisory level
PREREQUISITES	Top Secret clearance Grade 11 through Grade 15
ENROLLMENT	8 to 20
DURATION	Two weeks - 4 hours each morning (40 hours), plus 5 to 10 hours of unclassified reading outside scheduled class time
LOCATION	Headquarters

The course is aimed primarily at the level of the branch chief, but is open to personnel above and below that level. Each successive course is offered to a specified group, for example, Grade 12 through Grade 14, so that supervisors of a given general level of responsibility work together. Students in the course are assumed to have at least one lower echelon of supervisors under their direction; for example, section heads. It is presumed that substantially, full time on the job is spent in management activities (planning, directing, coordinating and controlling), rather than in direct substantive work. The course covers elements of management which are common to middle levels in [REDACTED] and 25X1A2g

25X1A2g

The course contains the following major elements: (1) a highly generalized job analysis of middle management responsibilities in the organization; (2) a limited amount of general doctrine current in the field of management; (3) discussion of specific management techniques in use in components of the organization; and (4) group analysis of problem situations and of case histories.

At every point the course emphasizes the student's responsibility for translating his own background of experience and the information exchanged in the course into the terms and problems of his current job assignment. He is encouraged to define his problems as specifically as possible, to select a line of attack, and to undertake his own solutions. The 40 hours of the course span two weeks in half-day sessions, so that participants may maintain daily contact with their offices and apply ideas of the classroom to the job situation.

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TITLE                    Grammar Review

OBJECTIVE                Review parts of speech; identify incorrect idioms and frequently confused words; improve spelling; increase vocabulary

PREREQUISITES          Secret clearance

                              Pretest

ENROLLMENT              5 to 15

DURATION                Three weeks - one hour per day (15 hours)

LOCATION                  Headquarters

TITLE                    Punctuation & Capitalization

OBJECTIVE                Review punctuation, capitalization, and basic editing of memoranda

PREREQUISITES          Secret clearance

                              Grammar Review, or equivalent pretest

ENROLLMENT              5 to 15

DURATION                Three weeks - one hour per day (15 hours)

LOCATION                  Headquarters

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NOTE

The courses listed on this page and pages B-13 and B-14 are offered in Refresher Training.

TITLE Shorthand Theory Review

OBJECTIVES Review of Gregg shorthand theory  
Dictation speed of 40 words per minute

PREREQUISITES Secret clearance  
Basic knowledge of Gregg shorthand theory

ENROLLMENT 5 to 20

DURATION Three weeks -  $1\frac{1}{2}$  hours per day ( $22\frac{1}{2}$  hours)

LOCATION Headquarters

TITLE Introductory Shorthand Dictation

OBJECTIVES Review of Gregg shorthand theory  
Dictation speed of 60 words per minute

PREREQUISITES Secret clearance  
Dictation speed of 40 words per minute

ENROLLMENT 5 to 20

DURATION Three weeks - 1 hour per day (15 hours)

LOCATION Headquarters

TITLE Intermediate Shorthand Dictation

OBJECTIVES Review of Gregg shorthand theory  
Dictation speed of 80 words per minute

PREREQUISITES Secret clearance  
Dictation speed of 60 words per minute

ENROLLMENT 5 to 20

DURATION Three weeks -  $1\frac{1}{2}$  hours per day ( $22\frac{1}{2}$  hours)

LOCATION Headquarters

TITLE Advanced Shorthand Dictation

OBJECTIVES Stenographic practice in organization terminology  
Dictation speed of 100 words per minute

PREREQUISITES Secret clearance  
Dictation speed of 80 words per minute

ENROLLMENT 5 to 20

DURATION Three weeks -  $1\frac{1}{2}$  hours per day ( $22\frac{1}{2}$  hours)

LOCATION Headquarters

<u>TITLE</u>	<u>Non-clerical Basic Typing</u>
OBJECTIVE	Introduction to typing for non-clerical personnel who will find the machine a helpful, occasional tool in the preparation of notes, memos, and drafts
PREREQUISITES	Secret clearance
ENROLLMENT	15 to 30
DURATION	Eight weeks - 45 minutes per day (30 hours) - (May be scheduled during or after working hours)
LOCATION	Headquarters

<u>TITLE</u>	<u>Typing Techniques Review</u>
OBJECTIVES	Review of keyboard and basic techniques 40 net words per minute on a ten-minute timed writing
PREREQUISITES	Secret clearance  Basic knowledge of the keyboard  Pretest
ENROLLMENT	5 to 15
DURATION	Three weeks - 1 hour per day (15 hours)
LOCATION	Headquarters

<u>TITLE</u>	<u>Advanced Typing</u>
OBJECTIVES	Refine techniques Increase speed and accuracy
PREREQUISITES	Secret clearance  40 net words per minute on a ten-minute timed writing
ENROLLMENT	5 to 15
DURATION	Three weeks - 1 hour per day (15 hours)
LOCATION	Headquarters

TITLE	Instructional Techniques
OBJECTIVES	Teaching methods and techniques as practiced at headquarters  Capabilities of headquarters for instructional support
PREREQUISITE	Top Secret clearance
ENROLLMENT	10 to 20
DURATION	One week (40 hours)
LOCATION	Headquarters

This course introduces students to the principles and methods of teaching and learning, including the advantages and uses of visual and aural aids. Emphasis is placed on self-improvement and the instructional techniques employed at headquarters.

Students prepare lesson plans and present lectures or demonstrations in subjects of their own choosing. Directed discussions help to point out strong points and defects of the presentations. Methods of preparation of training aids and capabilities of the organization to supply all types of training aids, from posters and charts through films to sand tables and three-dimensional aids, are discussed.

In cases where a sponsoring office requests that a student be given specialized instruction, on-the-job tutorial training with senior instructors will be provided.

1 May 1955

TITLE Interviewing and Reporting

OBJECTIVES Techniques employed in conducting an interview and in writing a report according to the standards set up in [REDACTED]

PREREQUISITES Top Secret clearance

BIC (CS)

Basic Orientation or equivalent experience

ENROLLMENT 15 to 30

DURATION One week (40 hours)

LOCATION Headquarters

STATINTL

The course is basic in that it provides the student with information which he will use in further training, specifically in clandestine methods and techniques, clandestine operations, and counterespionage.

The course includes lectures, demonstrations, critiques, applied exercises, and a test. The lecture time is purposely kept at a minimum. The pedagogical device which is planned is student application in interviewing and writing reports, with a critique of the group's performance in each instance before a subsequent exercise is assigned.

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TITLE Administrative Refresher

OBJECTIVE Apprise experienced administrative personnel of the current organization, administrative activity and procedures of the organization at headquarters and field stations

PREREQUISITES Top Secret clearance

Prior completion (within the past 3 years) of Administrative Procedures or the administrative phase of the Operations Support course. Recent completion of at least one tour of duty abroad, or projected assignment that requires bringing past training up to date

ENROLLMENT 10 to 50

DURATION One week (40 hours)

LOCATION Headquarters

This course is designed primarily for [REDACTED] administrative personnel who, because of the duration of their assignment abroad, are unfamiliar with recent developments of major significance at headquarters. It is not intended to impart basic knowledge but to bring old knowledge up to date. It is not a substitute for any other course required by [REDACTED]

25X1A2g

STATINTL

[REDACTED] Headquarters personnel are not excluded, but training officers should carefully examine the appropriateness of such enrollments.

STATINTL

By means of lectures, discussions and selected reading materials, the description and examination of current policy, objectives, organization, problems of administrative emphasis, current methods of personnel management, fiscal administration and requirements, and current capabilities for providing administrative support will be undertaken. Primary emphasis will be given to administrative support procedures and regulations. In addition, discussion of other components of the organization will be undertaken to ensure proper understanding of their activities in relation to the organization's total effort and of their capacity to support the work of the clandestine services.

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